



DEPARTMENT OF DEFENSE

PERSONNEL RECOVERY UPDATE

DEFENSE POW/MISSING PERSONNEL OFFICE

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Message from the DASD

A thought that continues to be foremost in our minds is fighting the ongoing war on terrorism with a prospect of further combat in the Gulf. We must protect, and if necessary, rescue the young men and women put in harm's way. We can see the positive results of our personnel recovery efforts on the battlefields of Operations ENDURING FREEDOM (OEF) and IRAQI FREEDOM (OIF) today. The good news is that we brought home all who became isolated, both in Afghanistan and in Iraq. This validates our collective personnel recovery policy oversight efforts, which began in 1996. However, despite our best efforts and the great successes we have achieved, it has not been without cost. Several Americans died, "That Others May Live." While the ratio of lives lost to those recovered has never been more advantageous; if even one troop is killed in combat recovery operations, it is too many and too high a price to pay. Therefore, it is vital to continue the initiatives we started in 1996 and are continually refining. We must incorporate the lessons learned in OEF and OIF. Our goal is to transform personnel recovery to meet the demands of the 21st century by moving away from service-centric ways of doing business and moving toward a more joint environment.

Currently, personnel recovery is a service-centric function. Individual services procure recovery platforms and equipment, train their personnel, and plan and execute personnel recovery operations to rescue their personnel. The reality is, however, that the recovery function has become a mission that, more often than not, requires joint forces planning and execution as evidenced by the rescue of Private First Class Jessica Lynch. This recent dramatic personnel recovery success, despite the lack of a clearly defined DoD joint policy, demonstrates the necessity and value of a systematic approach to joint planning, rehearsals, and execution across DoD. Additionally, coalition partners, those in OEF and OIF, and those serving with

U.S. forces in previous conflicts, have increasingly sought integration and interoperability with U.S. recovery forces.

It is imperative, therefore, that all aspects of personnel recovery incorporate a joint vision. To this end, I will request the Secretary of Defense's support for our efforts. I feel this will serve as a major catalyst to transform the service personnel recovery capabilities into an integrated and interoperable joint capability.

Three principles must guide our efforts. We must continue to maintain a powerful, credible, well-trained and well-equipped capability to recover isolated or missing American personnel. We must procure and integrate the required resources and remain committed to developing new technologies to enhance the recovery of our personnel. And finally, we must work with our inter-agency, allied, and coalition partners to ensure complete interoperability. Together, my staff at DPMO and our partners at USJFCOM, DoD's Executive Agent for operational aspects of personnel recovery, will build upon the momentum of the Secretary of Defense's support. We will create joint policies, doctrine, tactics, techniques, and procedures that will guide the development of joint personnel recovery requirements.

Today, many Americans, both civilian and military, serve the United States in pursuit of our national interests, often doing so in dangerous and inhospitable environments. As Americans, we have a sacred obligation to recover our personnel when operations do not go as planned. We will never abandon those who serve our country and we will work tirelessly to return them home with honor.

—Jerry D. Jennings



Staff Changes in Personnel Recovery at DPMO

By Colonel John M. Hobble

Since our last newsletter there has been an almost complete personnel turnover in the Personnel Recovery (PR) Policy (OSD/DPMO-PRP) Directorate. Last quarter Lt Col Matthew Shozda (USAF), Maj Robin Athey (USAF), and LTC Orlando Lopez (USA) left DPMO. During their tours, all were actively engaged in PR policy issues and sought ways to leverage their experiences to improve policy development in this vital area. Additionally, they played key roles in establishing strong relationships within the PR community and in improving PR capabilities.

Lt Col Shozda is currently undergoing the very physically and mentally challenging Combat Recovery Officer (CRO) training process. He was one of only 18 (and by far the oldest) out of 85 that even made it through the initial selection process. Maj Athey is attending Command and General Staff College at Ft. Leavenworth, Kansas, and LTC Lopez has taken command of the 2nd Battalion 10th Aviation, a UH-60 Blackhawk helicopter unit, currently deployed to Afghanistan. We will miss these fine officers and wish them good luck and Godspeed in their new assignments and future endeavors.

Fortunately PRP gained two new officers and two government service civilians in place of those who departed. Another Air Force Lieutenant Colonel and a Navy Lieutenant Commander are inbound for the long-term. Both are capable action officers with diverse backgrounds and we welcome them to the Personnel Recovery Directorate.

Coming to us from the U.S. Air Force is Maj (Sel) Matthew Van Parys. Capt Van Parys, or "VP," is an experienced intelligence officer and former flight commander, executive officer for a special mission unit, and the Deputy Chief of Intelligence Operations at Maxwell Air Force Base, Alabama. His areas of emphasis while in DPMO include PACOM, intelligence support to PR, PR technology issues and Research, Development, Testing and Evaluation (RDT&E).

We also obtained local talent from the U.S. Army in MAJ (P) Daniel Shea. MAJ Shea is an experienced helicopter pilot and DESERT STORM veteran with flight hours on the UH-1, UH-60, and OH58A. He has held company command and later served as an S3. Most recently, he was the executive officer for the 12th Aviation Battalion at Davison Army Airfield, Ft. Belvoir, Virginia. His focus during his tour in DPMO will be on CENTCOM, PR technology issues, and Survival, Evasion, Resistance, and Escape (SERE) issues.

Also joining us on a two-year Intelligence Community Assignment Program (ICAP) rotation is Ms. Kathy Weyenberg. Ms. Weyenberg is a Senior Intelligence Officer from the Defense Intelligence Agency (DIA) and will focus on EUCOM, Intelligence Support to PR, NATO, and DoD support to civil SAR, and will also keep an eye on PR Technology issues. Prior to and overlapping her DIA career, Ms. Weyenberg was a Direct Commissioned Officer in the Naval Reserve Intelligence Program until she left the program in 1995. Additionally, she spent ten years with large defense firms in Los Angeles. A native southern Californian, Ms. Weyenberg earned a B.A. from the California State University Long Beach and an M.S. from the Defense Intelligence College.

And finally, recently retired from the Air Force as a Lieutenant Colonel, Mr. Dan Baumgartner has filled the newly created Senior PR Policy Analyst position. With his extensive background in PR, Mr. Baumgartner brings instant continuity and expertise to every subset of PR. His close ties with USJFCOM, USSOCOM, the Services, the Regional Combatant Commands, the Joint Personnel Recovery Agency (JPRA), and other governmental agencies will help DPMO stay on track and on message for PR. During his long and distinguished Air Force career, Mr. Baumgartner held a variety of positions

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of increased responsibility and worked on virtually every key personnel recovery project or staff action since 1993. A pilot by trade, he also taught and received a wide variety of specialized training that also included SERE and personnel recovery operations. Most recently, Mr. Baumgartner was the Chief of Staff for JPRA and has served in PR assignments since January of 1990. Mr. Baumgartner is a graduate of the U.S. Air Force Academy and obtained a Masters Degree in Aerospace Science from Emory Riddle Aeronautical University.

DPMO looks forward to challenging this new team with transforming personnel recovery in DoD and building the policy backstop necessary to take the mission area to the next levels. Please welcome them as you see them throughout the PR community--you can count on our personnel being out there with the operators to observe, learn, and ensure we have the knowledge required to formulate and write relevant and executable PR policy.



Core Captivity Curriculum

By Margie Strub

The dramatic transformation in America's strategic environment demands an equally dramatic transformation in how we prepare our military forces. Historically, the Department of Defense (DoD) Survival, Evasion, Resistance, and Escape (SERE) schools have prepared our military forces to survive, communicate, organize, resist, and escape captivity in a wartime environment. The terrorist attack of September 11th and the subsequent global war on terrorism have changed the nature of captivity our military forces face dramatically. Today's high-risk DoD personnel may face captivity in any one of three traditional captivity environments (wartime, peacetime governmental, or hostage), as well as many variations thereof, on one operational mission. It is essential that high-risk DoD personnel know how to resist and survive in a multitude of captivity environments. Training must evolve to support the needs of the force in the transformed strategic environment.

While acknowledging and supporting the requirement for full-spectrum captivity training, implementation by the DoD SERE schools has been limited by facility and manpower constraints. In an effort to help the DoD SERE schools operate within those constraints, JPRA proposed an alternative training concept. Titled

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History of the POW MIA Flag

Reprinted with permission of the National League of POW/MIA Families

In 1971, Mrs. Michael Hoff, an MIA wife and member of the National League of Families, recognized the need for a symbol of our POW/MIAs. She contacted the vice president of Annin & Company that made the flags for all United Nations members' states. Sympathetic to the POW/MIA issue, he, along with Annin's advertising agency, designed a flag to represent our missing men. Following League approval, the flags were manufactured for distribution.

On March 9, 1989 an official League flag, which flew over the White House on 1988 National POW/MIA Recognition Day, was installed in the U.S. Capitol Rotunda as a result of legislation passed overwhelmingly during the 100th Congress. In a demonstration of bipartisan Congressional support, the leadership of both houses hosted the installation ceremony.

In 1990, the 101st Congress passed U.S. Public Law 101-355, which recognized the POW/MIA flag and designated it *"as the symbol of our Nation's concern and commitment to resolving as fully as possible the fates of Americans still prisoner, missing and unaccounted-for in Southeast Asia, thus ending the uncertainty for their families and the*

Nation."

The POW/MIA flag's importance lies in its continued visibility, a constant reminder of the plight of America's POW/MIAs. Since 1982, other than *Old Glory*, the POW/MIA flag is the only flag ever to fly over the White House on National POW/MIA Recognition Day (3rd Friday in Sept.).

With passage of Section 1082 of the 1998 Defense Authorization Act during the first term of the 105th congress, the POW/MIA flag will fly each year on Armed Forces Day, Memorial Day, Flag Day, Independence Day, National POW/MIA Recognition Day and Veterans Day on the grounds or in the public lobbies of major military installations as designated by the Secretary of the Defense, all Federal national cemeteries, the National Korean War Veterans Memorial, the National Vietnam Veterans Memorial, the White House, all U.S. post offices and at the offices of the Secretaries of State, Defense and Veteran's Affairs and Director of the Selective Service System.

For more information visit:

www.pow-miafamilies.org

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Core Captivity Curriculum, this concept proposes to provide high-risk personnel with a variety of captivity survival and resistance tools. Students will learn how to discriminate among captivity environments and successfully select and apply appropriate resistance "tools" to fend off an impending threat.

In a 2001 scientific review conducted by Drs. Jensen and Percival, the DoD SERE Psychologist and JPRA SERE Psychologist, they observed, "This concept is similar to the instruction of Land Survival Skills at the Service SERE schools. Land survival has taught skills based on the assumption that land survival is a unitary topic with climactic and physical variants; i.e., procuring food and providing shelter are basic to all land survival. A survivor must adapt a basic skill set to various environments. If we change our assumptions about captivity training and adopt an

approach similar to the land survival training model used in DoD SERE training, resistance could be considered as one skill set applied to several settings. Using this approach, we can reduce the time and complexity of resistance training."

Operating under that premise, JPRA hosted a Core Captivity Curriculum Working Group, July 22-24, 2003, comprised of representatives from all Services to begin to develop a full-spectrum captivity curriculum. The results of this working group were briefed at the last PRAG. If proven to be a viable training methodology, JPRA will send this courseware to the Service SERE Schools to incorporate into their training curriculum. Operation IRAQI FREEDOM demonstrated to the world our level of warfare proficiency. We must now extend that proficiency into our training methodologies as we prepare for tomorrow's battle space.



AFSOC

taking combat search, rescue

by Master Sgt. Scott Elliott

Air Force Print News

4/30/2003 - WASHINGTON -- The Air Force will turn over functional management of the combat search and rescue mission to Air Force Special Operations Command on Oct. 1.

The transition to AFSOC from Air Combat Command is meant to consolidate the management of CSAR and to take advantage of the synergies of combining like aircraft and missions, said Maj. Gen. Richard A. Mentemeyer, director of operations and training at the Pentagon. Currently, AFSOC manages special operations forces, and ACC has administrative control of rescue assets. "There is a lot of commonality within the forces of SOF and CSAR," Mentemeyer said. "We're going to consolidate oversight and management so our men and women on the ground have the assets, training and focus they need to do their mission."

While successes in recent operations may have some wondering why change is necessary, Mentemeyer said the consolidation was in the works well

before Operation Iraqi Freedom started. "This reorganization is more about the future than the past," he said. "This consolidation is important (for the Air Force) to take advantage of all the technologies that are coming on board." Those emerging technologies include "Blue Force Tracker," which allows rescue forces to track people on the ground through the use of radios, satellite and data links. Another benefit of the consolidation will be a "plug and play" capability, that will allow commanders to better manage their assets, said Col. Henry Gaither, chief of the personnel recovery division here. "On the combat rescue officer and pararescue side, we sometimes had challenges with the compatibility of equipment," he said. "With both (rescue officers and pararescuers) moving under AF-SOC, we'll be able to standardize equipment across the board between special operations and combat rescue forces. "The equipment, capabilities and training will flow together, and it will be a seamless capability to combatant commanders," he said.

According to Col. Douglas Salmon, chief of the special operations division here, some of the cross-flow has already taken place. "One thing we've found with some of our rescue units getting folks from AF-SOC, is they're able to tap into their special operations knowledge to improve our combat rescue work and vice versa," he said. "It's a win-win situation for both the individual and the Air Force." Gaither said people in the special operations and CSAR career fields will also see benefits from the major command switch in the form of more opportunities for career advancement.

"The CSAR world is very small," Gaither said. "By combining with AFSOC, we'll be able to open up more opportunities for leadership positions in operations and combat support." Logistically, the transfer from ACC to AFSOC will be reasonably straightforward and with

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minimal impact to people at the unit level -- essentially just a uniform patch change, Mentemeyer said. However, the change will require some manning and equipment shifts, including:

- Moving 53 positions to Hurlburt Field, Florida; - 49 from Langley Air Force Base, Virginia, and four from Shaw AFB, South Carolina
- Increasing positions at Davis-Monthan AFB, Arizona, by 91 and at Nellis AFB, Nevada, by 31.
- Changing Moody AFB, Georgia., from an ACC-owned base to an AFSOC-owned base.

AFSOC will assume responsibility for all base functions at Moody, including civil engineering, financial management and base operating support. Both ACC and Air Education and Training Command will retain a presence on the base through tenant units. Officials estimate the transition to cost about \$1.1 million, mainly in administrative costs and site surveys.



Transforming Personnel Recovery in USEUCOM

By Lt Col David Kasberg

Transformation. Yes, it may be the latest buzzword, but it also accurately reflects what is occurring with the Personnel Recovery (PR) Program in USEUCOM. Based on lessons learned from Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF), anticipated changes in force structure, technological improvements, internal assess-

ments, and the current nature of the area of operations (AOR), USEUCOM embarked on a program to transform its PR program. The vision: to design a flexible, lean, responsive and ready, *joint* PR capability to respond to Commander, USEUCOM and SACEUR requirements.

Command and Control (C2). USEUCOM observations during OEF and OIF indicate the need for a PR C2 node on the Geographic Combatant Commander (GCC) staff. Traditionally, the PR C2 node for the GCC staff was the Joint Search and Rescue Center (JSRC), which normally falls under the Joint Force Air Component Commander (JFACC). This JSRC also functions as the air component rescue coordination center (RCC). The distance the relevant PR information has to travel to meet GCC staff requirements increases the difficulty in handling and maintaining situational awareness on PR events. With the advent of the deployable Standing Joint Task Force Headquarters (SJTFHQ) in JFCOM, the need for a PR C2 function at the EUCOM GCC HQ will be even greater.

USEUCOM's answer to fill this void is the *Joint Personnel Recovery Coordination Cell (JPRCC)*. The JPRCC will function as part of the European Plans and Operations Center, Joint Operations Center (EPOC JOC). The functions of the 24/7 JPRCC are:

- Provide recovery expertise in HQ USEUCOM
- Advise CDR USEUCOM on use of conventional recovery and non-conventional assisted recovery forces
- Coordinate recovery operations in the AOR
- Monitor the status of recovery-capable component forces
- Coordinate supporting/inter-agency requirements

The JPRCC will provide the command the big picture when it comes to recovery, without getting into the weeds by attempting to directly manage the PR missions themselves. It will provide a better overall view of all aspects of PR to the GCC, and provide timely and relevant information to staff personnel in the best position to look at the overall political implications of courses of action. Finally, it will free the air component RCC to focus on executing recovery missions.

Rapid Reaction PR Assets. The very nature of the USEUCOM AOR requires dedicated, trained, and

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equipped recovery forces ready to deploy with little warning. There are numerous countries in the AOR that are on the brink of collapse and chaos (witness events in Liberia for example). In spite of the regional instability, American civilian leadership in theater and back home remain hopeful they can prevent a humanitarian disaster. Given the sheer numbers of Americans from all parts of the government and industry in the AOR, the potential for a request for assistance from Department of State is truly only hours away.

The potential for non-combatant evacuation operations (NEOs) with minimal notice are continually present. The link between PR and NEO may seem obscure, but in reality it is not. NEOs are well planned operations executed by professionals. Unfortunately, however, the very unstable situation in the country that necessitated the NEO in the first place also increases the chances personnel will become isolated while in harm's way and require rapid recovery. This is evident on a recurring basis as when U.S. troops are employed in a foreign country that is failing—lawlessness, banditry, and terrorism lurk in the shadows. Many times, government or rebel forces do not want the U.S. to perform a NEO, because it lessens their credibility, so they may oppose a NEO. Other groups may even target U.S. forces to increase their stature with indigenous personnel, dubious trans-national organizations, and terrorist groups to achieve political or monetary goals.

Based the above and short-notice crisis PR requirements, CDR USEUCOM has established the requirement for joint PR forces in USEUCOM to prepare for shipment, up load, deploy, down load, reassemble, and be ready for mission tasking within 48 hours of receipt of the deployment preparation order. The goal is that

contingency operations in the USEUCOM AOR will not be delayed while waiting on PR forces.

Standing Joint Repatriation Teams. USEUCOM is establishing joint repatriation teams, readily available 24/7, to respond to repatriation taskings. Unlike doctrine, which states each component will provide repatriation teams, USEUCOM believes joint teams will meet the needs of the war fighter in a transformational way, while lowering operations tempo for USEUCOM personnel overall. These joint teams will be capable of responding within 24 hours of notification (12 hours during contingency operations), and be capable of providing Phase I and/or Phase II repatriation services at Landstuhl Regional Medical Center, Landstuhl, GE. As the primary Phase II repatriation site for both OEF and OIF, USEUCOM and Landstuhl stand ready to debrief and reintegrate our forces as quickly and smoothly as possible. The team members will be identified and trained in PR in general and repatriation in particular.

Transformation of PR. It is USEUCOM's goal to transform PR in theater from a garrison, often service-centric force requiring months to prepare, mobilize, and begin the fight, to a flexible, lean, responsive and ready, *joint* force. As we prepare for the future, we continue learning from past operations, and applying the applicable lessons to the future battle space. With support from the HQ and Component leadership, USEUCOM is getting the job done stepping out transformationally in PR.

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We need your HELP!!

We publish this newsletter on a regular basis and we need your help with articles. We view this publication as a personnel recovery community newsletter, not just a DPMO publication. Our commitment is to publish it March, June, September, and December of each year. Please submit articles to us NLT the end of February, May, August and November so we can include them in following issues. We are interested in anything you would like to share with the community at large; combat and exercise/ training lessons learned, new procedures, announcements for conferences, etc. Please help us make this an even better product.



Calendar of Events

Winter 03	Personnel Recovery Newsletter	DPMO
Sept. 04	DoD Personnel Recovery Conference	DPMO

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